

# JOB AD

## Associate at a Management Consulting Firm

### Qualifications

- Advanced graduate degree and excellent academic record required (e.g., MBA, PhD, etc.)
- Outstanding records of academic and managerial or professional achievement
- Exceptional analytical and quantitative problem-solving skills
- Strong record of leadership in an academic, professional, or extracurricular setting
- Ability to work collaboratively in a team environment
- Ability to work effectively with people at all levels in an organization
- Ability to communicate complex ideas effectively, both verbally and in writing, in English and the local office language(s)
- Willingness to travel

### What You'll Do

You'll work in teams of typically 3 - 5 consultants, playing an active role in all aspects of client engagement.

This includes gathering and analyzing information, formulating and testing hypotheses, and developing and communicating recommendations. You'll also have the opportunity to present results to client management and implement recommendations in collaboration with client team members.

Associates receive exceptional training as well as frequent coaching and mentoring from colleagues on their teams. This support includes a Partner from your local office or practice assigned to you to help guide your career as well as up to five weeks of formal training in your first two years as an Associate. Additionally, you'll receive guidance and support from your local office or practice in the selection of client projects, helping you to develop your skills and build your network.

While all consultants develop specialized knowledge and a focused program as they progress with FIRM, most are initially very broad in their focus, meaning they do not need specific industry or functional expertise to be successful. For consultants who join FIRM as experienced professionals, this can mean building on previous knowledge or developing unique experience in an area that is completely new.

Consulting values quantitative data wherever possible to demonstrate this type of excellence. GPA, test scores, etc. Think about other translatable activities. Have you managed a student group? Overseen a budget and piloted any programming? Ever need to think through recruitment goals? Think about project management as managerial achievement - articulate the balance you strike between your dissertation, research/teaching assistant responsibilities, and outside involvement. How have you organized and met various deadlines with conflicting priorities?

This does not only encompass explicit leadership roles. One example of leadership could be mentoring. Some firms will explicitly state that they're looking for displays of mentorship to junior team members. Think about official and unofficial capacities in which you've been a mentor. Have you guided younger graduate students through the transition process from undergraduate to graduate studies? Have you developed close relationships with any undergrads and offered them guidance? You don't need to have the title of "president" for an experience to constitute leadership. Are there other examples of community involvement to draw upon as well?

Who have you worked with across a variety of levels during graduate school (don't just think about your academic activities, think about community involvement, volunteering, work experience)? Have you partnered with different departments for an event? Other institutions? Collaborated with other graduate students? Postdocs? Faculty? Administrators?

Think about ways to demonstrate this in your application materials - i.e. teaching experience, publications, presentations. With global firms who have an international footprint, you may have the opportunity to work internationally. Students with fluency in multiple languages and research that cultivates cultural competency would be highly valued.

Be sure to articulate HOW you collaborate in your materials, remember - your resume is different from your CV. The emphasis shifts from a list of what you've done to how you've done those things.

Both research and teaching experiences are valuable to highlight here. Any sort of facilitation you've done as either an independent instructor or as an assistant should be tied to the ability to facilitate workshops and present findings. Re-frame what you do as an instructor: present complex concepts to a generalist audience. How can you tie this to either previous research experiences or leadership roles? Have you been on an executive board and needed to evaluate programming?

# RESUME

## Laurie Daniels, PhD

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### EDUCATION

**NORTHWESTERN UNIVERSITY, Evanston, IL** 2010-2016

***PhD, History:***

- Dissertation: “Temples of the Mind: German Universities between Religious Culture and Political Institutions in the Late Middle Ages”
- Awarded Jacob K. Javits Fellowship, 2011-2015 (7% selectivity); selected for Fulbright and DAAD Research Fellowships, 2013-2014

***MA, History:*** GPA 3.9

***Kellogg School of Management (Non-Degree Student):*** GPA 4.0

- Business Law (top-of-class), International Business Management, Strategic Management in Non-Market Environments, Intellectual Capital Management

**DUKE UNIVERSITY, Durham, NC** 2006-2010

***BA, Religious Studies and Medieval & Renaissance Studies (with honors):*** GPA: 3.8

- Departmental honors for high academic rank and exceptional research thesis

### SELECT PROFESSIONAL AND LEADERSHIP EXPERIENCE

***Board of Trustees, Not for Profit Organization*** 2012-Present

- Served on the Board of Trustees that oversees fundraising, budgeting, property management, and ministry operations for four Chicago-area organization chapters.
- Proposed strategies to reduce operating costs by over 40% to close a \$50,000/year budget deficit and advocated a board restructuring to streamline administrative responsibilities.

***Departmental Service, Northwestern University*** 2012-2016

- Secured \$5,200 (over 2x average fundraising) to organize interdepartmental “Careers Outside Academia” speaker series including speakers from the *Chicago Tribune*, University of Chicago Press, the US Department of Justice, NGO employees, and entrepreneurs.

***Student Editorial Assistant, Duke University Press*** 2009-2010

- Assisted the Editorial Director for the humanities and social sciences and Medieval Studies and poetry Editor to acquire and prepare manuscripts for publication.
- Proposed and implemented a digital system company wide to organize old submissions, creating more storage space for current projects onsite.

### RESEARCH AND TEACHING EXPERIENCE

***PhD Candidate, Northwestern University*** 2010-2016

- Conducted research in three languages, utilizing secondary and primary sources, resulting in three peer-reviewed publications and final dissertation.

***Teaching Assistant, Northwestern University*** 2011-2016

- Led discussion sections for 8 courses and over 200 students, facilitating conversation and providing exam preparation in class and during individual student meetings.
- Awarded 98% positive teaching rating in end of term evaluations.

### SKILLS AND INTERESTS

***Languages*** English, German, Swiss German (native); French, Spanish (conversational);  
***Interests*** Avid hiker, skier, and snowboarder (in the Rockies, Andes, and Alps); cooking; travel



# COVER LETTER

**Laurie Daniels, PhD**

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Month 1, 2017

Hiring Manager Name (if available)  
Office Address (if available)  
McKinsey

Dear Hiring Manager,

I am writing to apply for an internship as an Associate with McKinsey in 2016. A recent conversation with Jane Doe from your Chicago office highlighted the truly collaborative culture of your firm and left me enthusiastic about the opportunity to join the team.

My background in historical research has prepared me to define clients' questions; conduct hypothesis-driven analyses; and deliver professional, organized, and persuasive presentations. Additionally, I enjoy communicating insights effectively to others. Over the past 5 years I have led discussion sections as a teaching assistant for over 200 undergraduate students across 8 courses, where I was complimented by students and faculty on my ability to distill and explain advanced concepts.

I decided to pursue a PhD in order to work with the smartest people on the most challenging issues in the field. At McKinsey, I look forward to applying my skills in research, analysis, and presentation to a broader range of problems and developing solutions as part of a talented, professional team. I have a lot to learn, but through my classes on strategy at Northwestern's Kellogg School of Management and my leadership experience as a trustee of a local not for profit I am confident that I can contribute from day one.

I am applying for an associate position because of the particular training programs and support your offices offer for doctoral candidates. My conversation with Ms. Doe confirmed that McKinsey not only has a long track record of hiring PhDs from diverse fields, but also invests heavily in their development through educational programs such as the "Mini-MBA" and mentorship through programs such as the "McKinsey College." This support makes me confident that I will not only be able to find a place to contribute and develop into a valuable team member in the future.

Thank you for your consideration and for being willing to direct my application to the appropriate parties. Please feel free to contact me via phone or email with any questions. I look forward to sharing more about my background and how I might contribute to McKinsey.

Sincerely,

Laura Daniels